

ALASKA LEGISLATIVE COMMITTEES
1983-1986

3721 HSTA HB 676 (FILE 2)

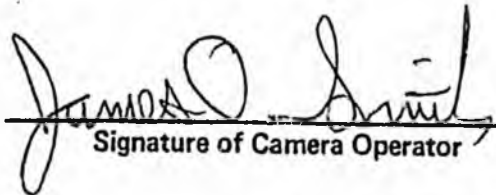
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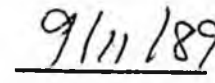


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Signature of Camera Operator


Date

HB

676

(2 of 2)

MEMORANDUM

State of Alaska

TO: Steering Committee Members
Classification Study

DATE: July 15, 1985

FILE NO:

JUL 24 1985

TELEPHONE NO:

465-4424

FROM:

Janet Jaron
Chief, Classification and Pay
Department of Administration
Division of Personnel

SUBJECT:

Study Update

We are now and have for some time been simply buried with the volume of the Study. With consultants, Division of Personnel and departmental personnel staffs reviewing more than 13,000 jobs and 900 classes, we've been buried in a mountain of data and paper.

The three groups referenced did complete more than 2000 employee audits to supplement the written information we received from position description questionnaires completed by employees. At this time, approximately 700 job classes have been assigned ratings and 500 or so classes are written in a draft form.

Once Classification and Pay has a draft specification, it is sent first to department management for review and then sent to the union for comments. I would estimate that each specification will go through an average of six revisions before a final draft is ready. This represents an enormous amount of both professional and clerical time.

Another major project now is developing the costing formula, which gets very complex when all the necessary elements are considered. Mike Maher of the Office of Management and Budget has been assisting in this. We are still two or three weeks away from finalizing the formula, which I will send to you.

Other support functions are continuing at a frantic pace. Please call me or Frank if you have any questions about the progress of the Study.

Brief summary reports from Booz - Allen are attached.

cc: Eleanor Andrews, Commissioner
Ski Olsonski, Deputy Commissioner

JJ/vm

BOCZ-ALLEN & HAMILTON INC.

SUITE 1100W • 7315 WISCONSIN AVENUE • BETHESDA, MARYLAND 20814-3274 • TELEPHONE: (301) 951-2200 • TELEX II: 710-826-0552

March 15, 1985
08901-005-001

Ms. Janet Jaron
Project Manager Classification
Study
Division of Personnel
Department of Administration
Pouch C-0201
State of Alaska
Juneau, Alaska 99811

Dear Janet:

We are pleased to submit this Monthly Progress Report #9 for February 1985 for Contract CT #02-4092.

WORK PERFORMED DURING FEBRUARY

We delivered the Inter-Rater Reliability Report and continue to consult with the Project Manager on planning for the next check of those rating State jobs.

Four Hallcrest-Craver staff conducted position reviews in assigned classes. They also delivered a preliminary "Guide" section for the Knowledge Required factor to assist State position analysts.

EXPENDITURES DURING FEBRUARY

Expenditures during February were approximately \$66,000.

WORK PLANNED FOR MARCH 1985

During March we plan to conduct position reviews and class evaluations for assigned classes in Juneau and other locations around the State.

PROBLEMS TO BE RESOLVED

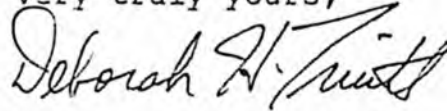
None

CLASS & rnt
APR 03 1985
DIV. OF PERSONNEL

* * * * *

We have scheduled an intensive effort over the next couple of months to review the positions and evaluate the classes assigned to us. We are looking forward to this phase of the study.

Very truly yours,



BOOZ, ALLEN & HAMILTON Inc.

Deborah Truitt
Booz, Allen Project Manager

cc: Diane Tarrant
Tom Shaffer
John Newman

BOOZ ALLEN & HAMILTON INC.

SUITE 1100W • 7315 WISCONSIN AVENUE • BETHESDA, MARYLAND 20814-3274 • TELEPHONE: (301) 951-2200 • TELEX II: 710-826-0552

April 15, 1985
08901-005-001

Ms. Janet Jaron
Project Manager Classification
Study
Division of Personnel
Department of Administration
Pouch C-0201
State of Alaska
Juneau, Alaska 99811

Dear Janet:

We are pleased to submit this Monthly Progress Report #10 for March 1985 for Contract CT #02-4092.

WORK PERFORMED DURING MARCH

Booz, Allen and Hallcrest-Craver staff continued to conduct position reviews in assigned classes. We also discussed several issues with the State's Project Manager including clarifications to the AQES, next steps in the inter-rater reliability review, and data needed for the final report.

EXPENDITURES DURING MARCH

Expenditures during March were approximately \$33,000.

WORK PLANNED FOR APRIL 1985

During April we plan to complete our position reviews for assigned classes in Juneau and other locations around the State. We will also be drafting class specifications and preparing job evaluation sheets.

PROBLEMS TO BE RESOLVED

None

BOOZ·ALLEN & HAMILTON INC.

SUITE 1100W • 7315 WISCONSIN AVENUE • BETHESDA, MARYLAND 20814-3274 • TELEPHONE: (301) 951-2200 • TELEX II: 710-326-0552

May 15, 1985
08901-005-001

Ms. Janet Jaron
Project Manager Classification
Study
Division of Personnel
Department of Administration
Pouch C-0201
State of Alaska
Juneau, Alaska 99811

Dear Janet:

We are pleased to submit this Monthly Progress Report #11 for April 1985 for Contract CT #02-4092.

WORK PERFORMED DURING APRIL

Hallcrest-Carver staff continued to conduct position reviews in assigned classes. At the same time, Booz, Allen and Hallcrest-Craver staff are classifying and evaluating the classes. We have also set up a data base for use in establishing a pay line. We are expecting input from the State early in May.

EXPENDITURES DURING APRIL

Expenditures during April were approximately \$3,400.

WORK PLANNED FOR MAY 1985

During May we plan to prepare for and meet with the State's Project Manager in our offices. At those meetings we will review the developing classifications and discuss a preliminary pay line and plans for the next phases of the project. We will also continue to revise our class descriptions, allocate positions to classes and enter data (as received) into our data base.

PROBLEMS TO BE RESOLVED

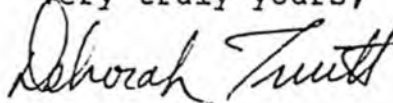
None

Ms. Janet Jaron
May 15, 1985
Page 2

* * * * *

We are looking forward to your trip here in May. Although not final yet, we have some preliminary results on the classifications to discuss with you.

Very truly yours,



BOOZ, ALLEN & HAMILTON Inc.

Deborah Truitt
Booz, Allen Project Manager

cc: Diane Tarrant
Tom Shaffer
John Newman

BOOZ-ALLEN & HAMILTON INC.

SUITE 1100W • 7315 WISCONSIN AVENUE • BETHESDA, MARYLAND 20814-3274 • TELEPHONE: (301) 951-2200 • TELEX II: 710-825-0552

April 15, 1985
08901-005-001

Ms. Janet Jaron
Project Manager Classification
Study
Division of Personnel
Department of Administration
Pouch C-0201
State of Alaska
Juneau, Alaska 99811

Dear Janet:

We are pleased to submit this Monthly Progress Report #10 for March 1985 for Contract CT #02-4092.

WORK PERFORMED DURING MARCH

Booz, Allen and Hallcrest-Craver staff continued to conduct position reviews in assigned classes. We also discussed several issues with the State's Project Manager including clarifications to the AQES, next steps in the inter-rater reliability review, and data needed for the final report.

EXPENDITURES DURING MARCH

Expenditures during March were approximately \$33,000.

WORK PLANNED FOR APRIL 1985

During April we plan to complete our position reviews for assigned classes in Juneau and other locations around the State. We will also be drafting class specifications and preparing job evaluation sheets.

PROBLEMS TO BE RESOLVED

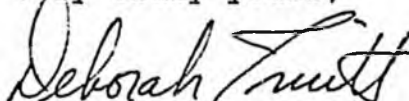
None

Ms. Janet Jaron
April 15, 1985
Page 2

* * * * *

I am pleased with reports I have heard from both C&P staff and Personnel Officers about their audits and evaluations. Although they are concerned about the next steps, they are enthusiastic and are participating in the training activities you have designed for them.

Very truly yours,



BOOZ, ALLEN & HAMILTON Inc.

Deborah Truitt
Booz, Allen Project Manager

cc: Diane Tarrant
Tom Shaffer
John Newman

STATE OF ALASKA

HUMAN RIGHTS COMMISSION

BILL SHEFFIELD, GOVERNOR

AGENCY HEADQUARTERS
431 W. 7th AVENUE, SUITE 105
ANCHORAGE, ALASKA 99501
(907) 276-7474

NORTHERN REGION
675 SEVENTH AVENUE, STAIR
FAIRBANKS, ALASKA 99701
(907) 452-1561

SOUTHCENTRAL REGION
431 W. 7th AVENUE, SUITE 101
ANCHORAGE, ALASKA 99501
(907) 274-4692

SOUTHEASTERN REGION
POUCH AH
314 GOLDSTEIN BUILDING
JUNEAU, ALASKA 99811
(907) 465-3560

Press Release
Embargoed till 4 p.m., November 15

Anchorage -- A landmark decision announced today by the Alaska State Commission for Human Rights requires the State of Alaska to pay its employees salaries that reflect the comparable worth of the job positions.

The decision results from a class-action suit against the state brought by state-employed public health nurses. The nurses asserted that they should receive the same salaries the state pays its physician's assistants. Public health nurses are almost all women; all physician's assistants are men. Physician's assistants, first hired by the state in 1976, have consistently received a higher salary than the nurses.

The nurses argued that although their work differs from that of physician's assistants, it is of comparable value to the state. The nurses presented testimony of employees in both positions and the results of an expert job evaluator to show that the combined total of skill, responsibility, effort, and working conditions required of the two positions is approximately the same.

In reaching their decision, hearing Commissioners James Chase, Virgie King, and Jacqueline Lindauer found the nurses had established that their work and the physician's assistants job are of comparable value to the state. The decision interprets the state statute requiring employers to pay the same wage to females and males doing "work of comparable character" to pay the same wage when comparability of value has been established. Accordingly, the nurses were found entitled to receive the same salary as the physician's assistants.

Public health nurses work in more urban areas of the state providing a variety of health services to their communities, such as health counseling, tuberculosis treatment and screening, and maternal and child health care. State physician's assistants conduct sick call and physicals for the state prison population under the general direction of a supervising physician.

The Commission decision rejects the state's position that even though jobs may have comparable value, the state is entitled to rely on market rates to set wages for each job. Historically entrenched undervaluing of women's work makes market rate reliance unacceptable under Alaska civil rights legislation, the Commission found.

The case had been first heard by a hearing examiner who had issued a proposed decision in late 1984 which recommended the

Commission reject the comparable worth claim. The Commission hired Anchorage attorney Sharon Gleason to review the hearing examiner's recommendation and write the Commission's decision.

The decision is of particular significance because with it Alaska becomes the first state to determine that a statutory requirement of equal pay for work of comparable character entitles recovery under the comparable worth theory. In announcing the decision, Commissioner Chase noted that "with this decision, our state becomes a forerunner in the difficult battle to eliminate sex-based wage discrimination. Women continue to be seriously underpaid in relation to men -- particularly those women working in jobs traditionally viewed as 'women's work.' Although some of this discrimination can be attributed to lack of education and limited career choices available to women, much of it results from discrimination, albeit in many cases unintentional, against women by their employers. Implementation of the comparable worth theory in Alaska will help eliminate this history of wage discrimination."

The decision notes that federal law specifically allows states to protect employees beyond the limits of the federal law. While the federal courts have rejected comparable worth analysis as a national requirement, the Commission found Alaska law accords the additional protection against wage discrimination among jobs that, although different, are of comparable value to the employer.

Under the comparable worth analysis adopted by the Commission, to be entitled to relief an employee must establish that he or she is in a sex-segregated job classification and paid less than employees of the opposite sex in a separate sex-segregated job classification, and that the two job classifications are so similar in overall skill, effort, responsibility and working conditions that they are of comparable value to the employer. Although the statute only refers directly to underpaid female employees, the Commission extends the theory to men underpaid in relation to women as well.

Proof of wage discrimination under the comparable worth approach will typically require the use of job evaluation techniques. Formal job evaluation techniques have been used for decades by larger employers to help ensure that salary determinations are equitable. The decision holds that if an employer has adopted a job evaluation system that attempts to fairly determine the relative value of jobs and makes its salary determinations based on that system, the resulting wage decisions will be presumed valid.

In this proceeding the state had produced results of a job evaluation performed by their expert that asserted that the nurses should receive less pay than the physician's assistants. However, the Commission rejected this expert's conclusions because he stated he relied on the existing market wages to

validate his conclusions. The Commission found this circular approach unacceptable.

As a separate basis for its decision, the Commission found that under state personnel laws, in conjunction with state civil rights legislation, the State of Alaska has a special duty to ensure that there is an equitable relationship among the salaries paid state employees. To this end, the Commission found that the state is required to implement a formal job evaluation program which aims at determining the value to the state of each job position using an objective uniform approach. In the past, the state has made salary classifications by subjectively evaluating each job. Since the state failed to attempt an objective evaluation of the public health nurses' position, the Commission finds that this also entitles them to relief.

The decision adds that the State of Alaska, as the largest employer within Alaska, exercises considerable influence in setting market wages among the private, as well as the public, sector. The state implementation of a job evaluation methodology aimed at achieving pay equity among state employees should therefore have the effect of diminishing sex-based wage discrimination in all sectors of the Alaskan economy.

As a result of the decision, the nurses will receive back pay relief. In addition, they will continue to receive pay equal to state physician's assistants unless and until the state

implements an appropriate job evaluation methodology that indicates a different salary alignment is warranted.

Either party to this case may appeal the decision to the State Superior Court.

- xxx -

STATE OF ALASKA
Department of Administration
Division of Personnel

Classification Study
Steering Committee
October 31, 1985
Anchorage, Alaska
Legislative Affairs
Conference Room, 1:30

I. Status of the Report

- A. Printing
- B. Attachments
- C. Distribution *in 1st of 2 - 10/31/85*

II. Timeframe for Remaining Activities

- A. Change in Timeline - Insertion of Period of Comment
- B. Remaining Tasks and Timing

III. Major Products of Study to Date

IV. Findings to Date

- A. Complete Information on the Workforce
- B. System Readiness
- C. Reduction of Classes
- D. Review of Flexibly-staffed Positions

V. Status of Classification Study Objectives

VI. Role of Steering Committee

*Specific factors
Classes & unions
v. appointments*

CLASSIFICATION STUDY

PRODUCTS

June, 1984 - November, 1985

- * Model Request for Proposals and Selection Process
- * Model Work and Communications Plans
- * Factor Evaluation System for State of Alaska jobs (AQES)
- * Position Description Questionnaire for employee job descriptions
- * Class Specifications in a new and uniform format *new uniform format*
SSO classification
- * Classification Outline for new system
- * Automated support for the new system (ACIS) *607 print out from report*
- * 1985 Salary Survey *- attached*
- * Comprehensive Training Materials *for people using doing classification*
- * Allocation Appeal Process

CLASSIFICATION STUDY

KEY COMPONENTS OF FINDINGS TO-DATE

November, 1985

- * Information on work being performed for the State is now complete and current
- * New system is functional and usable
- * Class specifications in new system will be significantly reduced - 160 existing classes to be eliminated
- * Practices related to flexible-staffing of positions are out-of-control and require a complete review

*13, 100 ft.
classifications
from State
employees*

1,000 classes

CLASSIFICATION STUDY OBJECTIVES
October, 1985

<u>Goal</u>	<u>Status</u>
Updating position descriptions on the entire classified service	Goal met. 13,100 position descriptions collected.
Updating class specifications and standardizing the format	Goal met. All class specifications drafted in standardized format.
Reviewing all minimum qualifications for classes and introducing more flexibility for meeting minimums	Goal met. All minimum qualifications reviewed - more flexibility introduced by standard note.
Reviewing flexible-staffing practices and developing sound criteria for those positions identified for flex provisions	Unnecessary levels in series eliminated in the study. Review of flexible-staffing and criteria continuing.
Developing a point factor approach that would standardize classification decisions and assist in salary setting	AQES developed. Pay recommendations to be available February, 1986.
Reviewing the workforce with a factor evaluation system to assure conformance with requirements of the Equal Pay Act	Review completed. Period of comment to conclude January 31, 1986.
Training central and departmental staff in use and maintenance of a new system	Extensive initial training completed. On-going training will be offered in 1986.
Automating the factor evaluation system to assist during the classification study and provide analytical support for maintaining the new system	Automation functional; point-to-grade conversion tables to be added in February, 1986. System use to be extended during 1986 and 1987.
Reviewing the State's pay practice and recommending a standardized approach to salary recommendations	Salary survey completed. Overall recommendations to be made in February, 1986 and modified using sound criteria as appropriate
Providing an understandable method of classification that would also focus future discussions regarding classification and pay recommendations	Method developed. Period of comment and future training will continue to address this.
Reducing processing time for classification actions	Unable to measure until 1987. Every indication that systemic work can be completed more rapidly.
Providing specifications "on-line," assuring any job site of current and correct information regarding job classes	To be explored in 1986, operational in 1987 with implementation of the new system.

P. Macklin

**THE GOAL OF THE ALASKA
CLASSIFICATION STUDY IS TO:**

**Develop an Integrated Classification and Pay Plan for
State Employees**

THE NEWLY DEVELOPED CLASSIFICATION AND PAY SYSTEM WILL PROVIDE . . .

- . . . Consistency and Equity in Classification**
- . . . Improved Response Time for Classification Review**
- . . . Quantitative Base for Allocating Positions**
- . . . Internal Comparisons Across Occupational Lines**
- . . . Ease of Understanding the Evaluation Method**

ALASKA CLASSIFICATION SYSTEM

- **Developed Before Statehood**
- **Utilizes Whole Job Classification**
- **Receives Constant Complaints**
 - **Hard to Understand**
 - **Inconsistent/Subjective**
 - **Non-responsive**
 - **Requires Too Much Time**

DEPARTMENT OF ADMINISTRATION

Division of Personnel

CLASSIFICATION STUDY UPDATE

January 1985

STUDY

FUNDING: Approved by 1983 Legislature

COMPLETED

TASKS:

- * Steering Committee formed - 2 Legislators included
- * Consultant hiring
Booz-Allen and Hamilton with Hallcrest-Craver
- * Work and Communication plans finalized
- * Factor Evaluation System developed
- * New-system training for State personnel professionals and union representatives
- * System support designs automated
- * Management Presentations
- * Distribution of position description questionnaires to employees

*ABOOD & FAIKS
RAN ALTERNATE*

CURRENT
TASKS.

- * Completing data collection
- * Desk audits of employees
- * Salary survey design
- * Job evaluation using the Factor Evaluation System
- * Writing class specifications

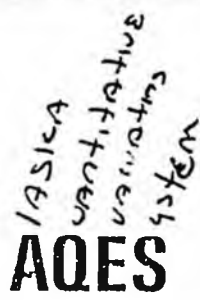
FINAL

REPORT: To Governor's Office August 31, 1985

ATTACHED: A summary of the Work and Communications Plans

FURTHER

INFORMATION: Frank Rave
Director of Personnel
465-4430



-
- **Eleven Factors – Each with Several Levels**
 - **Developed by a Representative Task Force**
 - **Guides will be Added During Course of the Study**

ALASKA QUANTITATIVE EVALUATION SYSTEM

(1) FACTOR S

Knowledge Required
Consequence of Error
Scope of Actions
Job Complexity
Amount of Discretion
Contacts
Hazards
Physical Effort
Surroundings
Personnel Authority
Personnel Supervised

CONTACTS

This factor measures the requirement for dealing with others, either as individuals or groups, to accomplish work objectives. The factor considers the difficulty of achieving desired results and the nature of persons dealt with. Contacts with co-workers, subordinates, and supervisors in the same unit are not considered.

<u>Level</u>	<u>Definition</u>	<u>Guide</u>
1	Contacts are primarily internal, with employees in the immediate work area or in related units of the organization, and involve obtaining or giving facts or information concerning routine matters; or involve incidental contacts with the general public.	
2	Contacts are with employees in other departments, the general public, or with outside organizations and involve explaining procedures to facilitate a process or to provide a service.	
3	Contacts are with individuals or groups within or outside of the organization and involve instructing, advising, planning, or coordinating to achieve desired actions; or negotiating to obtain agreement on matters; or directing others to comply with rules and regulations; or helping others through counseling, nursing, or therapy.	

Level

Definition

Guide

- 4 Contacts are with individuals or groups within or outside of the organization who are committed to different objectives and involve persuading, motivating, or controlling to obtain desired results; or negotiating matters of substantial value to the organization; or presenting and defending matters where there is sharp disagreement; or dealing with persons who are uncooperative or hostile.
- 5 Relationships are with high ranking officials and involve presenting and justifying matters where diverse viewpoints, goals or objectives are strongly advocated and must be reconciled to achieve suitable alternatives or to arrive at acceptable compromises.

DEPARTMENT OF ADMINISTRATION
Division of Personnel
Classification Study
Summary:
Work and Communication Plans

1984

SUBJECT AREA	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
CONSULTANT ORIENTATION	<ul style="list-style-type: none"> - Contract signed. - Juneau open house for Personnel Officers, union representatives and Division of Personnel staff. - Meetings with Personnel Officers for Departmental overviews. 	<ul style="list-style-type: none"> - Begin monthly review of material to forward to consultants - 	<ul style="list-style-type: none"> - Anchorage open house for Personnel Officers, union representatives, and Division of Personnel staff. - Meeting with Court System staff. 				
PLANNING	<ul style="list-style-type: none"> - Committee with Personnel Officers, State Managers, and Division of Personnel staff finalizes Work Plan (copies to each department and union). - Committee with Personnel Officers, State Managers, Division of Personnel staff and Communications experts finalizes Communication Plan (copies to each department and union). 	<ul style="list-style-type: none"> - Begin monthly review of plans for necessary revisions - - Steering Committee Meeting - Fairbanks. - Task force of Executive and Court Managers plus union representatives review and finalize factor evaluation system (copy to each department and union). 		<ul style="list-style-type: none"> - Steering Committee Meeting - Juneau 		<ul style="list-style-type: none"> - Summary of Work and Communication Plans to each Commissioner, Department Representative and local legislators. - Written update to Steering Committee. 	<ul style="list-style-type: none"> - Steering Committee Meeting - Anchorage
PROGRAM SUPPORT	----- System design for evaluative program -----						
		<ul style="list-style-type: none"> - Draft class specification numbering system and now schematic. 	<ul style="list-style-type: none"> - Design of tracking system for position assignments, position description questionnaires received and planned desk audits. Send system to Personnel Officers. - Memo to departments on maintenance policy for Classification actions. 	----- Establish inter-rater reliability program, evaluate initial ratings -----			
						<ul style="list-style-type: none"> - Plan automation of class specifications - Develop survey evaluation methods and forms - Determine survey distribution 	<ul style="list-style-type: none"> - Memo to departments on maintenance policy for Classification actions
PRESENTATIONS AND TRAINING			<ul style="list-style-type: none"> - New system training in Juneau for departmental personnel, Division of Personnel and union staff. - Project overview presentation to Commissioners. - Presentations on Study to managers in Juneau. 	<ul style="list-style-type: none"> - New system training in Anchorage for departmental personnel, Division of Personnel and union staff. - Presentations on Study to Managers in Anchorage and Fairbanks. - Make up presentation sessions for Juneau Managers. 	<ul style="list-style-type: none"> - General training in classification for departmental personnel and Division of Personnel staff. - Make up presentations for new system training in Juneau. - One hour help sessions for employees on how to complete forms (several locations around state). 		<ul style="list-style-type: none"> - Plan training for 1985
DATA COLLECTION AND REVIEW	<ul style="list-style-type: none"> - Departmental personnel and Division of Personnel staff draft and finalize position description questionnaire and other forms for data collection and evaluation. 			<ul style="list-style-type: none"> - Project Manager meets with each Personnel Officer to finalize data collection methods and time frames. - Assignments for review of classes finalized. (Division of Personnel, Department Personnel staff, and consultant) 		<ul style="list-style-type: none"> - Employees complete and return forms to Personnel Officers - - Establish Clerical Committee (Departments, Division of Personnel, APEA) 	<ul style="list-style-type: none"> - Establish working task force for each occupational group (Departmental personnel and Division of Personnel staff) - General update to employees
		<ul style="list-style-type: none"> - Departmental personnel and Division of Personnel finalize models for distribution/collection of forms and evaluation sequence. 				<ul style="list-style-type: none"> - Draft audit schedules 	
FINAL REPORT							<ul style="list-style-type: none"> - Determine review process to follow implementation - communicate process to employees

MEMORANDUM

State of Alaska

TO: Steering Committee Members
Classification Study

DATE: October 21, 1985

FILE NO:

TELEPHONE NO: 465-4430

FROM: *LOS*
Frank Raye
Janet Jaron *Get know*
Division of Personnel *re: full report*

SUBJECT:

This is a follow-up confirmation of our phone calls to you regarding a Steering Committee meeting in Anchorage on October 31 (Thursday), 1:30 p.m. in the Legislative Affairs first floor meeting room. The text of the advertisement appearing in papers and sent to the mailing list is attached.

The main topic of the meeting is the report about to be delivered to the Governor. We will summarize the contents of the report and go over all the remaining steps needed to implement the results. We plan to give you the narrative portion prior to the meeting. The attachments are pretty thick and will be delivered to you with the formal report as soon as printed - probably the first full week in November. We look forward to seeing you at the meeting.

FR/JJ/clr
Attachment

OCT 23 1985

BILL SHEFFIELD, GOVERNOR

DEPARTMENT OF ADMINISTRATION

DIVISION OF PERSONNEL

POUCH C (MS 0201)
JUNEAU, ALASKA 99811
PHONE: (907) 465-4430

October 16, 1985

STATE OF ALASKA
DEPARTMENT OF ADMINISTRATION
DIVISION OF PERSONNEL
MEETING NOTICE

The Steering Committee for the Classification Study of State positions will meet in Anchorage on October 31, at the Legislative Information Office, 1024 West 6th, first floor conference room, at 1:30 p.m.

The Classification Study Report will be received. Space will be available for observation of proceedings. Agendas will be available at the meeting.

For additional information, contact the Chief, Classification and Pay, Division of Personnel, Pouch C-0201, Juneau, Alaska 99811, or call 465-4424.

JAN 16 1985

January 9, 1985

Honorable Ben Grussendorf
Speaker of the House
Pouch V
Juneau, AK 99811 (MS 3100)

Dear Speaker Grussendorf:

Re: Classification Study Steering Committee

More than a year ago I formed a Steering Committee for the Classification Study. This Study was funded by the 1983 Legislature and is now at the point of data collection and job evaluation. A condensed version of the Study timeline is attached and indicates that recommendations are expected in the Governor's Office in August of this year. This allows time to modify the 1987 budget request if funds are needed to implement Study results.

Representative, now Senator, Abood was appointed to the Steering Committee based on his role as Chair of State Affairs; the committee reviewing personnel matters. I ask that you appoint a member to replace Senator Abood and suggest the new Chair of State Affairs. Having a member from the House gives us the benefit of legislative viewpoints and concerns and allows an opportunity for us to fully inform a Representative regarding the progress of the Study.

The composition of the Steering Committee is:

- One representative from the House
- One representative from the Senate
- One representative from the Governor's Office
- One representative from the Office of Management and Budget
- The Director of Personnel
- The Director of Equal Employment Opportunity
- The Chief of Classification and Pay
- The Personnel Director for the Court System

Honorable Ben Grussendorf
Page 2

January 9, 1985

If you would advise me of your designee, we can send updating material to that Representative immediately. Please call me if you have any questions regarding this request. My staff looks forward to working with your choice.

Yours sincerely,

Lisa Rudd
Commissioner

LSR/JJ/jb
9/402/0108-02

DEPARTMENT OF ADMINISTRATION
Division of Personnel
Classification Study
Summary:
Work and Communication Plans

1984

SUBJECT AREA	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
CONSULTANT ORIENTATION	<ul style="list-style-type: none"> —Contract signed. —Juneau open house for Personnel Officers, union representatives and Division of Personnel staff. —Meetings with Personnel Officers for Departmental overviews. 	<ul style="list-style-type: none"> —Begin monthly review of material to forward to consultants.— 	<ul style="list-style-type: none"> —Anchorage open house for Personnel Officers, union representatives, and Division of Personnel staff. —Meeting with Court System staff. 				
PLANNING	<ul style="list-style-type: none"> —Committee with Personnel Officers, State Managers, and Division of Personnel staff finalizes Work Plan (copies to each department and union). —Committee with Personnel Officers, State Managers, Division of Personnel staff and Communications experts finalizes Communication Plan (copies to each department and union). 	<ul style="list-style-type: none"> —Begin monthly review of plans for necessary revisions.— —Steering Committee Meeting—Fairbanks. —Task force of Executive and Court Managers plus union representatives review and finalize factor evaluation system (copy to each department and union). 		<ul style="list-style-type: none"> —Steering Committee Meeting—Juneau 		<ul style="list-style-type: none"> —Summary of Work and Communication Plans to each Commissioner, Department Representative and local legislators. —Written update to Steering Committee. 	<ul style="list-style-type: none"> —Steering Committee Meeting—Anchorage
PROGRAM SUPPORT	----- System design for evaluative program -----			<ul style="list-style-type: none"> —Design of tracking system for position assignments, position description questionnaires received and planned desk audits. Send system to Personnel Officers. 			<ul style="list-style-type: none"> —Memo to departments on maintenance policy for Classification actions
		<ul style="list-style-type: none"> —Draft class specification numbering system and new schematic. 	<ul style="list-style-type: none"> —Memo to departments on maintenance policy for Classification actions. 	<ul style="list-style-type: none"> ----- Establish inter-rater reliability program; evaluate initial ratings. ----- 		<ul style="list-style-type: none"> —Plan automation of class specifications. ----- Develop survey evaluation methods and forms.----- —Determine survey distribution. 	
PRESENTATIONS AND TRAINING			<ul style="list-style-type: none"> —New system training in Juneau for departmental personnel, Division of Personnel and union staff. —Project overview presentation to Commissioners. —Presentations on Study to managers in Juneau. 	<ul style="list-style-type: none"> —New system training in Anchorage for departmental personnel, Division of Personnel and union staff. —Presentations on Study to Managers in Anchorage and Fairbanks. —Make-up presentation sessions for Juneau Managers. 	<ul style="list-style-type: none"> —General training in classification for departmental personnel and Division of Personnel staff. —Make-up presentations for new system training in Juneau. —One-hour help sessions for employees on how to complete forms (several locations around state). 		<ul style="list-style-type: none"> —Plan training for 1985.
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FINAL REPORT							<ul style="list-style-type: none"> —Determine review process to follow implementation — communicate process to employees.

Work and Communication Plans—Page 2

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		-----Select and describe survey benchmarks, distribute survey-----		-----Evaluation of survey material-----			
PRESENTATIONS AND TRAINING			—Assess presentation/training needs for balance of Study.				
DATA COLLECTION AND REVIEW	-----Field audits with employees and supervisors around the state----- -----Evaluations using factor evaluation system for each identified class-----	—General Update to Employees		—General Update to Employees		—General Update to Employees	
		-----Display ratings, recommend series and levels----- -----Management review of class specifications----- -----Union review of class specifications-----					
FINAL REPORT					—Track old system to new, identify changes		—Report due from consultants on final recommendations: one report for executive, one for courts. —Integrate consultant and State material

Work and Communication Plans—Page 3

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PLANNING							
PROGRAM SUPPORT							
PRESENTATIONS AND TRAINING							
DATA COLLECTION AND REVIEW							
FINAL REPORT	—Draft report received by Department of Administration —Report delivered to Governor's Office		-----Review allocations as requested-----				

DEPARTMENT OF ADMINISTRATION
 Division of Personnel
 Classification Study
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Women in State Jobs Gain in Pay Equity

By CAROL LAWSON

Under a contract ratified last week by New York State's largest union, more than 50,000 women who work for the state are to receive millions of dollars in special pay increases sometime after next April to help raise their salaries to those of men in jobs of comparable worth.

The raises, which are to amount to \$34 million over two years, are a provision of a three-year contract covering the 102,000 members of the Civil Service Employees Association who work for the state.

The contract's adoption of comparable worth — a controversial concept that is increasingly being referred to as pay equity — is part of a movement that is gaining momentum in state governments and municipalities across the country. Four states — Iowa, North Dakota, Minnesota and New Mexico — have allocated millions of dollars for pay equity.

Twenty-two other states, including New Jersey and Connecticut, and dozens of municipalities are studying their job classifications and wage-setting processes.

Los Angeles Provides \$12 Million

This month Los Angeles adopted a union contract that includes \$12 million in raises for pay equity over three years. As a result, 3,900 clerks and librarians, most of them women, will receive special increases of 11 to 15 percent to make their salaries equal to those of maintenance workers, gardeners and other city workers in jobs held mostly by men. The special raises, which are in addition to the contract's across-the-board increase, will amount to several thousand dollars per worker by 1987.

Advocates of pay equity, led by public employees' unions and women's groups, say that people in different jobs should be paid the same amount if the jobs involve comparable levels of skill, effort, responsibility and work conditions. They say pay equity will benefit women because the work of women has traditionally been undervalued and women have been underpaid.

Opponents of pay equity, including the Human Resources Administration and some econo-

mists, say the marketplace should dictate salaries. Clarence M. Pendleton Jr., the chairman of the United States Commission on Civil Rights, which has rejected the concept of pay equity, has called it the "looney idea since Looney Tunes came on the screen."

In New York, the \$34 million in pay-equity raises is to be apportioned largely according to the results of a study by the Center for Women and Government of the State University at Albany. The study, commissioned by

New York joins 4 other states in special raises.

the Legislature at a cost of \$676,000, has compiled data from 26,000 state employees and is expected to be completed in the fall.

The union and the Governor's negotiators say they agreed to the salary adjustments because they expect the study to show that women are grouped in low-paying jobs. They based their conclusion on the results of studies in other states.

The contract calls for \$16 million in salary adjustments in the contract's second year, which starts next April, and \$18 million the following year. Those sums, which will amount to 1 percent of the payrolls in those years, constitute a special raise of 5.5 percent in 1986 and 6.5 percent in 1987.

Governor Cuomo said he supports pay equity because "it is fair and intelligent." He called pay equity "an example of progressive

pragmatism, a combination of head and heart — the ideal combination for government."

In response to a question about the assertion of critics that the marketplace should determine salaries, the Governor said, "That is simplistic."

"That would set us back several generations, before the union movement," he said.

According to Martin J. Steadman, counselor to the Governor, the state is going to take "the same or a similar initiative with other unions" to implement pay equity.

"This is a real breakthrough," said Irene Carr, state secretary of the Civil Service Employees Association. "When I first brought up this issue in the late 1970's, people looked at me like I had two heads."

In New Jersey, a task force created by the Legislature last November has begun a three-year study of the state government's wage-setting process and has just issued its first report. The task force recommended to the Civil Service Commission that 10,000 employees in the lowest-level state jobs, most of them women in clerical and hospital jobs, be given special pay raises of 5 percent. The raises would amount to \$7 million.

'The Prejudices of Men'

"People who call this Looney Tunes say, 'How do you measure job against job?'" said Alfred Wurf, executive director of Council 1 of the American Federation of State, County and Municipal Employees in New Jersey. "There are certain methods we can use to measure one against another — knowledge, responsibility. When you have 100,000 workers, there has to be a rational reason for what each worker is paid."

"The people who created job classifications were all males," Mr. Wurf added. "They were done over 20 years ago. When I was young — I am in my 60's — I thought women naturally made less money than men. The prejudices of men of my generation are reflected in all this."

In Connecticut, a commission created by the Legislature is also studying the classi-

fication system. Two lawsuits involving pay equity have been filed against the state by public employees' unions.

In New York City, Mayor Koch has turned down a union request for a classification study of city jobs. Instead, the Mayor has created a task force to study the degree to which equal access to jobs remains a problem in the municipal work force and to determine ways to increase opportunities for women and minorities.

Explaining his view of pay equity, the Mayor has said he does "not believe that in the name of equality government should institute arbitrary and subjective methods to assign relative values to a wide array of professions." He also noted that except for a landmark 1983 case in Washington State, every suit attempting to achieve similar pay for comparable worth has been unsuccessful.

Washington Case Involves \$800 Million

In the Washington case, a Federal judge ordered the state to give thousands of women on the state payroll more than \$800 million in back pay and raises. The decision was based in part on a consulting firm's assessment in 1974 that jobs held mainly by women paid about 20 percent less than equivalent jobs held mainly by men. The decision has been appealed.

Critics of pay equity point to the Washington decision as evidence that the cost of pay equity is untenable. But supporters point out that much of the settlement includes back pay.

Supporters of pay equity also say that because many states and cities are studying their job classifications and wage-setting processes, widespread salary adjustments are inevitable, either through collective bargaining or through the courts.

"Once you do a study, you better be willing to implement it," said Mayor Robert M. Isaacs of Colorado Springs, which began to put a four-year pay-equity plan into effect in 1981. "If you don't, all you do is create evidence so someone can bring a lawsuit against you." ■

MEMORANDUM


State of Alaska

TO: Steering Committee
Members

DATE: January 16, 1985

FILE NO.

TELEPHONE NO: 465-4424

FROM: Janet Jaron 
Division of Personnel

SUBJECT: Update

JAN 16 1985

The attachments are:

1. Booz-Allen's November report
2. Material from a January 14, 1985 legislative mailing
3. Recent statistics on position description questionnaires received. This information is already obsolete since I received forms yesterday that are not reflected.

Commissioner Rudd is calling Commissioners whose departments have slower rates of return and asking for internal deadlines on submittals. Her calls have been very effective.

4. Consultants from the Hallcrest-Craver firm have been in town for meetings preliminary to performing their job audits. Most of their employee interviews will take place in February.

JJ/clr

Attachments

cc: Commissioner Rudd
Frances Rose

BOOZ ALLEN & HAMILTON INC.

4330 EAST WEST HIGHWAY · BETHESDA, MARYLAND 20814-4455 · TELEPHONE: (301) 951-2200 · TELEX II: 710-824-0552

CLASS & PAY

DEC 19 1984

DIV. OF PERSONNEL

December 11, 1984
08901-005-001

Ms. Janet Jaron
Project Manager Classification
Study
Division of Personnel
Department of Administration
Pouch C-0201
State of Alaska
Juneau, Alaska 99811

Dear Janet:

We are pleased to submit this Monthly Progress Report #6 for November 1984 for Contract CT #02-4092.

WORK PERFORMED DURING NOVEMBER

We submitted a data processing report which identifies data processing support for decentralization and for support of the study and its future implementation.

EXPENDITURES DURING NOVEMBER

Expenditures during November were approximately \$2,600.

WORK PLANNED FOR DECEMBER 1984

We plan to accomplish the following tasks during December:

- Finalize the inter-rater reliability report and submit to the State's Project Manager.
- Prepare a list of desk audit locations to submit.

PROBLEMS TO BE RESOLVED

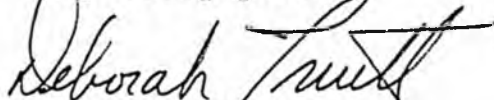
None

Ms. Janet Jaron
December 11, 1984
Page 2

* * * * *

Our role continues to be minimized while the State performs the data collection aspects of the study.

Very truly yours,



BOOZ, ALLEN & HAMILTON Inc.

Deborah Truitt
Booz, Allen Project Manager

cc: Diane Tarrant
Tom Shaffer
John Newman

DEPARTMENT OF ADMINISTRATION

Division of Personnel

CLASSIFICATION STUDY UPDATE

January 1985

STUDY

FUNDING: Approved by 1983 Legislature

COMPLETED

TASKS:

- * Steering Committee formed - 2 Legislators included
- * Consultant hiring
Booz-Allen and Hamilton with Hallcrest-Craver
- * Work and Communication plans finalized
- * Factor Evaluation System developed
- * New-system training for State personnel professionals
and union representatives
- * System support designs automated
- * Management Presentations
- * Distribution of position description questionnaires to
employees

CURRENT

TASKS:

- * Completing data collection
- * Desk audits of employees
- * Salary survey design
- * Job evaluation using the Factor Evaluation System
- * Writing class specifications

FINAL

REPORT: To Governor's Office August 31, 1985

ATTACHED: A summary of the Work and Communications Plans

FURTHER

INFORMATION: Frank Raye
Director of Personnel
465-4430

DEPARTMENT OF ADMINISTRATION
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DEPARTMENT OF ADMINISTRATION

Division of Personnel

CLASSIFICATION STUDY UPDATE

January 15, 1985

<u>Department</u>	<u>Date due to Dept.</u>	<u>PDQ's Distributed (Vacant & Filled)</u>	<u>PDQ's Received by DOP</u>	<u>Percent Received</u>
Admin	11-16	1121	1057	94.3
Commerce	11-21	323	285	88.2
Corrections	12-19	949	403	42.5
Com & Reg Aff	11-26	206	178	86.4
DOT/PF	12-11	3419	627	18.3
Education	11-20	400	334	83.5
Env. Conser	11-26	242	232	95.6
Fish & Game	11-26	1733	1316	75.9
Gov's Office	11-1	29	29	100.0
H&SocSvcs.	12-4	1688	1076	63.7
Labor	11-26	755	604	80.0
Law	11-19	162	48	29.6
MVA	11-20	101	88	87.1
Nat Resources	11-9	1126	758	67.3
Public Safety	11-26	927	874	94.3
Revenue	11-28	386	0	0
			7909	56.1

Nevette

ALASKA FEDERATION OF BUSINESS AND PROFESSIONAL WOMEN LEGISLATIVE PLATFORM
1984-85

ACTION ITEMS

The Alaska Federation of Business and Professional Women actively:

1. Works for the passage and ratification of the Equal Rights Amendment.
2. Supports continued full funding of Alaska's Human Needs Programs, including, but not limited to, treatment of victims of violence and sexual assault, alcohol and drug abuse, displaced homemakers, and training and employment programs.
3. Works to secure equal treatment for women in all areas of employment and support implementation of equal pay for work of comparable value.
4. Works to bring about equal treatment of women and men, regardless of marital status, in all phases of economic life.
5. Supports priority funding by the State to assure licensing of child care facilities, closer enforcement of regulations and participating in staff training and parent education to improve quality of care.

POLICY ITEMS

1. Endorses and/or supports candidates for public office who support the objectives and goals of the Business and Professional Women's Organization.
2. Endorses and/or supports individuals who support the Business and Professional Women's objectives and goals for appointment and confirmation to roles of responsibility such as commissioners, department heads, and members of local/State boards and commissions.

AREAS OF CONCERN

The Alaska Federation of Business and Professional Women will monitor and, if necessary, take action on measures which will:

1. End all forms of discrimination against women.
2. Strengthen the child support enforcement program.
3. Assure fair and equal treatment to all people within social security, pension programs, government retirement and survivors benefits programs.
4. Prevent sexual harassment and discrimination in employment.
5. Provide legislation against sexual abuse of minors and raise the penalties for promoting child pornography and/or prostitution.
6. Obtain improved and equal treatment for all throughout the criminal justice system.

MEMORANDUM

State of Alaska

TO: Steering Committee Members

DATE: March 21, 1985

FILE NO:

TELEPHONE NO: 465-4424

FROM: Janet Jaron
Division of Personnel

SUBJECT: Classification Study
Update

MAR 26 1985

I didn't schedule the March general meeting we discussed because there isn't enough "new" information or discussion items to sustain a public meeting. This is a very intense part of the Study - we are auditing, reviewing and rating all the job classes. In terms of timing, it is a non-exciting time between establishing the process and goals and actually having anything that looks like results.

An informal exchange to discuss the role of the Committee through the balance of the year can be arranged as soon as this data collection phase settles down. We can reschedule the next general meeting at that time, but Fairbanks for a May meeting is still on the calendar.

Pertinent written material since my last update is attached and includes:

- 1) Booz-Allen progress reports for December and January
- 2) A general update distributed to all employees whose positions are in the Study group (letter signed by Chief, Classification & Pay and Department's Personnel Officer)

We have 12,890 completed position description questionnaires, which is 95.5% of the forms. This is an extraordinary return for a project of this kind.

Please contact Frank Rave or me if you have any questions, suggestions or concerns.

JJ/clr

Attachments

cc: Commissioner Lisa Rudd
Department of Administration

Deputy Commissioner Ski Olsonoski
Department of Administration

*called 3/29/85
do not know
when next meeting
is, but will
let you know
as soon as
they know.*

*Not.
Call Janet Jaron
if you
want to schedule
around Alaska
state meeting*

BOOZ-ALLEN & HAMILTON INC.

SUITE 1100W • 7315 WISCONSIN AVENUE • BETHESDA, MARYLAND 20814 • TELEPHONE: (301) 951-2200 • TELEX II: 710-826-0552

January 11, 1985
08901-005-001

Ms. Janet Jaron
Project Manager Classification
Study
Division of Personnel
Department of Administration
Pouch C-0201
State of Alaska
Juneau, Alaska 99811

Dear Janet:

We are pleased to submit this Monthly Progress Report #7 for December 1984 for Contract CT #02-4092.

WORK PERFORMED DURING DECEMBER

We prepared lists of planned audits for the State's Project Manager to use for planning purposes.

EXPENDITURES DURING DECEMBER

Expenditures during December were approximately \$2,500.

WORK PLANNED FOR JANUARY 1985

We plan to accomplish the following tasks during January:

- Finalize the inter-rater reliability and ADP reports and submit to the State's Project Manager.
- Meet with the State's Project Manager to locate information and make arrangements for conducting the reviews of classes assigned to us.

PROBLEMS TO BE RESOLVED

The reports sent to us on the number of PDQs completed and returned indicate that only approximately half of the assigned positions have returned PDQs. We will need to discuss alternative methods for accomplishing our reviews should the return continue below expectations.

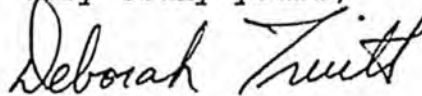
CLASS & PAY
JAN 22 1985
DIV. OF PERSONNEL

Ms. Janet Jaron
January 11, 1985
Page 2

* * * * *

Our role continues to be minimized while the State performs the data collection aspects of the study.

Very truly yours,



BOOZ, ALLEN & HAMILTON Inc.

Deborah Truitt
Booz, Allen Project Manager

cc: Diane Tarrant
Tom Shaffer
John Newman

BOOZ-ALLEN & HAMILTON INC.

SUITE 1100W • 7315 WISCONSIN AVENUE • BETHESDA, MARYLAND 20814-3274 • TELEPHONE: (301) 951-2200 • TELEX II: 710-826-0552

February 13, 1985
08901-005-001

Ms. Janet Jaron
Project Manager Classification
Study
Division of Personnel
Department of Administration
Pouch C-0201
State of Alaska
Juneau, Alaska 99811

Dear Janet:

We are pleased to submit this Monthly Progress Report #8 for January 1985 for Contract CT #02-4092.

WORK PERFORMED DURING JANUARY

Hallcrest-Craver staff met with the State's Project Manager to locate information and make arrangements for conducting the reviews of classes assigned to them. They also reviewed the draft inter-rater reliability report with the State's Project Manager.

EXPENDITURES DURING JANUARY

Expenditures during January were approximately \$2,100.

WORK PLANNED FOR FEBRUARY 1985

We plan to accomplish the following tasks during February:

- Submit the inter-rater reliability report to the State's Project Manager.
- Start conducting position reviews and class evaluations.

PROBLEMS TO BE RESOLVED

None

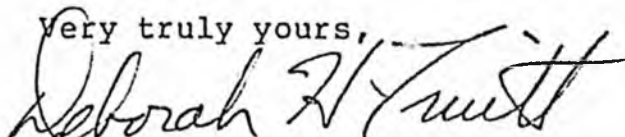
CLASS & PAY
FEB 21 1985
DIV. OF PERSONNEL

Ms. Janet Jaron
February 13, 1985
Page 2

* * * * *

We have scheduled an intensive effort over the next couple of months to review the positions and evaluate the classes assigned to us. We are looking forward to this phase of the study.

Very truly yours,



BOOZ, ALLEN & HAMILTON Inc.

Deborah Truitt
Booz, Allen Project Manager

cc: Diane Tarrant
Tom Shaffer
John Newman

State of Alaska

Classification Study

UPDATE

TO: State Employees
FROM: *Alaska Dept. of Administration*
Tom Farnan
Personnel Officer
Department of Administration

and

JJ
Janet Jaron
Chief, Classification and Pay
Division of Personnel
Department of Administration

DATE: February 1985

The Classification Study of job classes is continuing on schedule. The following provides an overview of Study activity.

Completed Tasks

1. Training of State personnel staff and union representatives in the new system.
2. Management presentations in Juneau, Anchorage, and Fairbanks.
3. System design work to automate position tracking during the Study and compare classes using the Alaska Quantitative Evaluation System.
4. Distribution of Position Description Questionnaires to all Study participants.

Data Collection--Position Description Questionnaires

This effort is a major milestone in the Study and is almost complete. There are approximately 13,500 positions under review. Better than 95% of these forms have been received in the Division of Personnel via departmental personnel offices. Follow-up will continue to collect the remaining forms.

Employee and Supervisory Interviews

The Position Description Questionnaire is our main source of information about positions. However, we will attempt to interview some employees in each class series to supplement the written material. Reasons to select an employee for an interview are:

1. An employee's job description seems highly representative of the classification assigned.
2. The written description received is not typical of the classification assigned.
3. A trip to a rural location is planned so an analyst can see how a class functions there. Since the trip is scheduled, additional interviews are conducted to make the trip more productive.
4. Some interviews are based on availability; that is, who is present at a work site to explain a job.

The interviewing process is a very time-consuming step which is followed by analytical work and writing specifications. To meet the time constraints of the Study, we must rely on a sampling of interviews.

Interviewers

Three groups of people are doing interviews. With some exceptions, this is how the work is divided:

1. The consultants from the firms of Booz-Allen and Hamilton and Hallcrest-Craver and Associates will evaluate about 200 classes. Generally, consultant classes are:
 - Personnel, equal employment, and labor relations classes (the Booz-Allen firm)
 - A cluster of public safety, corrections and regulatory jobs (the Hallcrest-Craver firm)
 - A cluster of medical care jobs (the Hallcrest-Craver firm)
 - Deputy Director classes (the Hallcrest-Craver firm)
 - A cluster of engineering classes (the Hallcrest-Craver firm)

The consultants return the second half of February and will be traveling through the state February and March to complete interviews.

2. Personnel officers in the departments will review about 375 classes. Personnel officers have been trained in the new system and will concentrate on those classes unique to their respective departments.
3. Department of Administration staff in the Classification and Pay Section of the Division of Personnel will do the preliminary work on about 400 classes. The majority of these classes are used inter-departmentally.

Division of Personnel staff has been or will go to Sitka, Ketchikan, Kodiak, Bethel, Nome, Petersburg, Anchorage, Fairbanks, Palmer, Wasilla, Kenai, Homer, and Valdez.

Regardless of who reviews a class, all interviews and evaluations will be done using the same system, techniques and criteria. The Division of Personnel is responsible for consistency in the final results.

Since interviews for the Study are to assist in the drafting of new specifications and allocations in the final report, employees will not receive immediate communication following the interview.

Salary Survey

A list of classes for surveying has been compiled, as well as a list of employers to receive the survey. Forms will be sent to other employers in mid-March with a requested return date of mid-April.

The Division of Labor Relations has contracted for a study of geographic differentials. This study is completely separate from the Classification Study, which is not reviewing issues related to geographic differentials.

Review of New Class Specifications

From March forward, new specifications will be prepared in draft form. Both department management and unions will have opportunities to comment on these specifications before final documents are drafted.

Questions

Questions related to the Study can be directed to your departmental personnel office.

THE FOLLOWING DOCUMENT HAS
NOT BEEN FILMED BUT IS
AVAILABLE IN THE ORIGINAL
FILE

APEA Reporter

JANUARY 1985 • VOL 14 NO 1

Inside

★ **Classification Appeals Filed**
page 1

★ **Legislative Directory**
page 2

★ **Legislators' Photos**
pages 6, 7



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Juneau, Alaska 99801

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Alaska Public Employees Association

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PETERSBURG AK

99833

President's Message



Harry Dullinger Jr.

I just put up our 1986 calendar and isn't it great? As I was doing this I realized that there will never be another 1985—it's history now. I think that most of us, when we look back on an old year, would like to have done some things differently. There are a few things I know I shouldn't have done. But there are a lot of things I'm glad I did. My continuing goal is to open communication lines between the leadership and the members. I believe we have come a long ways in this area. We've also implemented an accounting system that's easier to understand. On the plus side, more and more members are active in EPIC with twice as many local EPIC chairpersons as last year. In fact there'll be a lobbying workshop in Anchorage next week. Members in Nome and Fairbanks proved that local activity can make the difference in an election. When state elections roll around I predict that more members than ever before will be active in the political arena. All in all, it's been a good year with APEA still the number one public employees' union in the state.

Next week is a big one. SAC will meet in Anchorage and the legislature opens its second session in Juneau. We're asking the legislature to fund the cost-of-living increases for the third year of our contract. The issue is bigger than our pay raises. If there's any question of not funding a contract that was negotiated in good faith, then collective bargaining is at stake. We'll be...

Cherie Shelley
Executive Director

Employee Rep training to give vital information

Employee Rep training is scheduled for next month. These are important training sessions especially for those new Employee Reps who have just come aboard. Employee Reps form the strongest communication line within the organization. They are the people who are in daily contact with the members at the various work-sites. They are the readily available APEA source for the members. They listen to complaints, file grievances, talk with supervisors, impart APEA information and work closely with the field offices on behalf of the members.

The two-day sessions will cover various aspects of the contract, the classification study update and its ramifications, a legislation update, the structure of APEA and various means of developing stronger communications tactics.

I strongly urge all Employee Reps to participate in the 1986 training sessions. Many of you know the contract, but the updates on classification, pending legislation which will include the geographical differential study comprise important information that you should know in order to render sound counsel to the members who turn to you for assistance.

Southeast

GGU and SU Chapters
February 18 and 19 - 8 a.m. to 4:30 p.m.
Centennial Hall, Sheffield Ballroom #2, 101 Egan Dr., Juneau

Northern

GGU and SU Chapters
February 19 and 20 - 8 a.m. to 4:30 p.m.

State of Alaska

Division of Personnel

Department of Administration

**Classification Study
Preliminary Report**

October 1985

Eleanor Andrews

Commissioner

CLASSIFICATION STUDY
PRELIMINARY REPORT OUTLINE
10/31/85

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CLASSIFICATION STUDY

PRELIMINARY REPORT

October 1985

PURPOSE OF REPORT

This interim report details the process for preparing and conducting a classification study of 13,500 positions in the executive branch of State service. It summarizes the findings to date of that study and presents the products in attachments, including proposed class specifications. It outlines the remaining steps necessary to implement the system developed and makes recommendations for immediate and future actions related to the findings.

BACKGROUND AND FUNDING

Alaska Statute, Title 39.25.150 charges the Director of Personnel with "the preparation, maintenance and revision...of a position classification plan for all positions in the classified and partially exempt services..." Positions are to be grouped into classes based on duties and responsibilities. The plan must include a title, a description of duties and responsibilities, training and experience qualifications and other necessary position qualifications for each class.

The State of Alaska has used a method of classification called "whole job evaluation" until this time. This method is an unquantified system for job classification. The approach involves evaluating all the elements within a job and drawing a conclusion regarding the appropriate classification and pay. There is no built-in uniformity regarding what factors are considered for a given job or what weight each factor will have on the outcome. An element which may result in a raised pay grade for one class may not even be considered in other evaluations. There is also an inability with this approach to compare classes of work to one another to evaluate consistency in decision making.

The chart on the next page highlights the history of the Classification and Pay Plan. 1960-1961 is the only time an integrated classification and pay plan has been implemented. Aborted studies followed in 1965 and 1981 while the State's workforce grew from 2,500 positions to 14,000 positions. Concurrently, departments received delegated authority for making classification recommendations, which dramatically increased the number of employees classifying positions. While pro forma salary and benefit surveys have been conducted, no recommendations or adjustments have been made based on this data since 1973 when collective bargaining became the mechanism for establishing salary rates for the vast majority of the workforce.

STATE OF ALASKA
Department of Administration
Division of Personnel

HISTORY OF THE CLASSIFICATION & PAY SYSTEM

1960-

-State Personnel Act leads to Alaska Statute 39, Chapter 25
-Federal classifiers submit a class and pay plan for 2500 State positions. LAST IMPLEMENTED PLAN.

1961-
1965

-Changes, additions to class and pay plan. Class Specifications incomplete or missing.

1965-
1966

-Griffenhagen-Kroger Study of 4300 State positions. Study results not implemented.

1966

-First salary and benefits survey completed.

1968

-First integrated salary schedule recommended and adopted by the Legislature.

1970

-The second salary and benefits survey recommends geographic pay differentials by election district and is adopted in the 1971 Legislative session.

1972

-First statewide housing and food cost survey.
-The Public Employment Relations Act (AS 23.40.070) was passed which authorizes collective bargaining.

1975

-Delegated authority to departments for Classification Reviews begins.

1980

-Delegated authority expanded.

1981-
1982

-Texas A & M Study. Not completed.

1983

-Classification Study funded for \$500,000 to study 13,500 positions.
-39 personnel staff are now classifying positions.

In addition to being out-dated and lacking a "numbers" base, the whole job evaluation method was constantly criticized by department management as hard to understand and unresponsive; the Legislature believed the system to be cumbersome, and individual elected officials expressed desire for a reduction in the number of classifications; employees and legislators shared a belief that qualifications for jobs may be excessive and some basic unfairness existed in the system. Lastly, good written guidelines explaining and supporting pay practices did not exist.

In response to the above situation and concerns, the 1983 Legislature appropriated \$500,000 to conduct a comprehensive classification study.

OBJECTIVES OF THE STUDY

A state-of-the-art classification method and an integrated classification and pay plan were desired. Goals focused on the following:

- updating position descriptions on the classified service
- updating class specifications and standardizing the format
- reviewing all minimum qualifications for classes and

introducing more flexibility for meeting minimums

- reviewing flexible-staffing practices and developing sound criteria for those positions identified for flex provisions
- developing a point factor approach that would standardize classification decisions and assist in salary setting
- reviewing the workforce with a factor evaluation system to assure conformance with requirements of the Equal Pay Act
- training central and departmental staff in use and maintenance of a new system
- automating the factor evaluation system to assist during the classification study and provide analytical support for maintaining the new system
- reviewing the State's pay practice and recommending a standardized approach to salary recommendations
- providing an understandable method of classification that would also focus future discussions regarding classification and pay recommendations
- reducing processing time for classification actions

-providing specifications "on-line," assuring any job site of current and correct information regarding job classes

In summary, a complete review of the classification and pay system was desired with an eye to a responsive, easy to understand, consistent and up-to-date plan with automated support.

PRE-STUDY ACTIVITY

First "Tasks and Timelines" Draft

A preliminary draft of tasks and timelines for the classification study was completed in the Fall of 1983 following review and comment by the Governor's Office (Attachment A). The pre-study phase of this plan included formation of a Steering Committee, broad-based emphasis on communication channels with all affected and interested parties, and details of a consultant selection process. Like any preliminary plan, details were subject to change as the process evolved. Efforts were made from this time forward to realistically present the study as an activity that would have a cost to implement.

Steering Committee

In September 1983 Commissioner Rudd, Department of Adminis-

tration appointed the Directors of Personnel and Equal Employment Opportunity and the Chief of Classification and Pay to a Steering Committee. Letters were sent to the Speaker of the House and President of the Senate asking that a legislator from each body be appointed to this committee. Initially, the legislators serving were Senator Ray with Senator Faiks as an alternate and Representative Abood. The Budget Analyst from the Office of Management and Budget and Staff Assistant from the Governor's Office for the Department of Administration were also named. While maintaining a separate classification plan, the Court System elected to join in this effort and complete a parallel study; and the Personnel Director for the Court System became the final member of the Steering Committee.

The Steering Committee met initially in October of 1983 in Juneau to review the preliminary "tasks and timelines" draft, discuss communication networks and plan the drafting and review of a Request for Proposals. Decisions were made to hold meetings in Anchorage and Fairbanks as well as Juneau and to place newspaper notices of each meeting. Additionally, an "Invitation to Comment" ad was advocated and subsequently placed to notify citizens that the study was being conducted with a goal "to provide a sound job evaluation method and promote consistency and equity in classification." Public input was solicited with a one month period to submit comments.

A basic mailing list including personnel officers, commissioners

and unions also resulted from Steering Committee recommendations, and notices of all meetings were subsequently sent to the names on the mailing list. The committee also requested written input from all personnel officers outlining problems in the current system to be addressed and hopefully resolved during the classification study.

Subsequent meetings were held in December 1983 (Anchorage), February 1984 (Juneau), April 1984 (Juneau), July 1984 (Fairbanks), September 1984 (Juneau), and December 1984 (Anchorage). By this time the study had entered several months of data collection and review, and the legislative session was underway. A publicly advertised update on the study was given in Fairbanks in May 1985 in lieu of a meeting since five members of the committee were unable to leave Juneau in May. Members were kept informed with memoranda and consultant reports in January, March, July, August and September of 1985. A meeting to discuss this report was held October 31, 1985 (Anchorage).

Department Representatives

Following the October 1983 meeting, Commissioner Rudd wrote each Commissioner briefing them on the preliminary study plan and composition of the Steering Committee. Additionally, a management-level representative from each department was requested as a communication link. Letters also went to each union outlining the study process, advising of Steering Committee

meetings and inviting inquiries regarding the study process or content at any time.

Union Negotiations

Concurrent with the above, contract language regarding the classification study was introduced at the negotiating table and subsequently incorporated into the current contracts (Attachment B).

Consultant Selection Process

At this time the Department of Administration was advised that the participative role envisioned for the Steering Committee could be in violation of separation of powers legislation and intent. Acting on this advise, the role of the Steering Committee was modified with executive branch members only participating in those functions considered a "vote". The consultant selection process, therefore, was completed by the five members from the executive branch.

The following summarizes the assistance sought from a consultant:

- to provide an existing factor evaluation system and adapt it for Alaska's use

- to recommend support systems, study procedures, data

collection methods and forms

- to train state staff in the use of the factor evaluation system and present the system and study plan to state managers

- to review state activity and ratings and make comments to improve the process

- to review approximately 200 job classes in the areas of personnel, medical care, public safety and corrections, and others; to prepare draft specifications and recommendations regarding these classes

- to develop pay lines from the rating information provided by the State and identify implementation options

The Chief of Classification and Pay was assigned to draft a Request for Proposals (RFP), and the review of this draft document was the major topic of the December 1983 Steering Committee meeting in Anchorage. Members received a draft in advance of the meeting and offered modifications to the document at this time. In addition to the Steering Committee, the draft Request was also reviewed by the Law Department, Commissioner and Deputy Commissioner of Administration, Division of Personnel management and Classification & Pay staff, and Alaska Public Employees Association by request. Personnel Officers were

notified that a draft copy was available in Classification & Pay if they wished to review and comment. A more detailed outline of the selection process and timeframe was reviewed and approved at the December meeting. The Committee also directed that one-on-one "meet and confer" sessions be completed with each union in February of 1984.

The availability of the RFP was extensively advertised state-wide in January, 1984, and ads were placed in the Wall Street Journal nation-wide. Notice of the Request for Proposals was also sent to the bidders' list provided by the General Services and Supply Division. A Pre-proposal Conference was held February 7, 1984. All submittals were due March 14, 1984. Seven firms were invited to make presentations from the 25 firms submitting proposals. These presentations were held in an open environment with personnel officers, department representatives, unions and others on the mailing list receiving information regarding the schedule of presentations. Personnel Officers and Alaska Public Employees Association subsequently contacted the Chief of Classification and Pay to comment upon the various presentations.

Booz-Allen and Hamilton, Inc. of Bethesda, Maryland (Booz- was selected to complete the study. This well-established management firm bid Alaska's study with a sub-contractor, Hallcrest-Craver and Associates. The two firms combined were best able to meet the criteria of the Request for Proposals and provide the following:

- an established factor evaluation system designed for and in use in government jurisdictions which could be tailored to specifications
- extensive experience working with and for government agencies
- extensive experience in project management
- expertise in system design to support a factor evaluation system
- occupational experts to assess the specific classes of work identified for consultant review (medical, law enforcement and corrections, engineers, deputy directors, personnel)

Study Group

Determining the exact study group was the final step in this pre-study phase. Recognizing a limitation on resources and the ability of central and departmental staff to complete the work, the study was directed to the 13,500 positions in the classified service. Only those partially exempt positions co-existing in classes with classified positions or highly related to classified jobs were included.

The contract with Booz-Allen was signed in June of 1984, and work began.

STUDY PROCESS

Work and Communication Plans

Booz-Allen and state personnel staff expanded the initial "task and timelines" listing to a more comprehensive map of study activity. Two ad-hoc work groups were then formed with members from departmental representatives, personnel officers, Personnel Division staff and others. These work groups reviewed, modified and expanded a work plan and a communication plan, creating definitive blueprints for Study activity. The work plan (Attachment C) identified the major tasks to be performed to meet the overall time frame for the study. The activities needed to accomplish each major task within its time frame were also identified. Activities were arranged on a form which also showed the dates for the activity, the product or outcome and the person(s) or groups responsible for or involved in the activity.

The communication plan (Attachment D) was developed to identify the types of information needed by various individuals or groups and the appropriate mechanisms for providing that information. The communication plan was based on the activities listed in the